WORKING TOGETHER

Creating Communities of Choice by Engaging Community
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APM Areas of Service

• 332 Affordable & Market Rate Rental Units
• 150 Units of Homeownership
• 1 Supermarket Site & Credit Union
• Sustainable Communities Initiative
• Choice Neighborhood Award – People Lead

Community & Economic Development

Health Support Services

• 2 Mental Health Clinics
• 2 Drug & Alcohol Clinics

Human Support Services

• Community Umbrella Agency
• 1200 Children receiving Case Management Services
• 3 Four Star Head Start Programs
Snap Shot of Eastern North Philadelphia:

- Population **11,914**
- Race **45% Black; 45% Hispanic; 6% Asian; 3% White**
- **74%** of the population is under the age of 35.
- Median Income **$15,540**
- Residents do not earn a livable wage jobs;
- Unemployment rate is approximately **26% 3 Xs the city’s rate of 8.9%**
- **84%** of Households are led by a **Single Parent**
- They are under-educated;
- The **Part 1 Crime** average is **2X** that of the City average
- **84%** of the Community report drugs as a primary concern
How do we approach the issues?
What is our Philosophy?
We ascribe to the:

TO...

FOR...

With...

Principal
RESIDENT’S PERSPECTIVE
Collective Impact

<table>
<thead>
<tr>
<th>The Five Conditions of Collective Impact</th>
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<tr>
<td><strong>Common Agenda</strong></td>
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<td><strong>Shared Measurement</strong></td>
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<td><strong>Mutually Reinforcing Activities</strong></td>
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<td><strong>Continuous Communication</strong></td>
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<td><strong>Backbone Support</strong></td>
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To execute
The Staff & Community need training in two areas.
Several assertions:

1. Community is about *relationships*.

2. We repeatedly “work” with people or companies we like.
Fulcrum: You & your organization are the Pivot Point.

Residents: Your resident's interest in your project is the force required to move you to your goal.

Leverage

Pain Point = Your Goal:
Your Community has a problem to be solved. Your project is their answer & a way to meet your goal.

WORKING TOGETHER

Management Skills
When Leverage is too SHORT or too SMALL

You need to reassess your GOAL.

Fulcrum: You, your product or service are the Pivot Point.

Customer Base: Your customer’s interest in your product or service is the force required to move you to your goal.

Pain Point = Your Goal: Your customer has a problem to be solved. Your product or service is their answer & a way to meet your goal.
Strategic Planning Schematic

Where are you now?

Everything above the red line, like planning, does not need a dollar value.

How will you get to where you want to be?
What is your STRATEGY or PROCESS?

Where do you want to be?
By when?
What is your GOAL?

All tasks below the red line, require decisions and a dollar value.

What will you do to accomplish your strategy?
What steps and actions must you take?

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We apply those two skills in these areas:

- Blight Removal
- Commercial Development
- Affordable Housing
- Community Capacity Building
- Economic Mobility
- Sustainability
- Planning

CED
Affordable Rental Housing
Jardines Rental Housing Development
Affordable Housing
Pradera Homeownership Development
Incorporating Sustainability
Sheridan Street LEED Gold Homeownership
Vacant Land Stabilization with PHS  1998 | 2011

Side Lot Program  1998 | 2011
Paseo Verde Transit Oriented Development:
Before Development
VIEW OF TRANSIT PLAZA & STREET
View from 9th & Berks Street looking north towards SEPTA’s Temple University Station entrance. The hinge tower at this pivotal corner provides a marked point of reference for pedestrians and rail passengers alike, marking the place where the community will come together.
Transit Village Affordable Housing

Acquisition “0”

53 units targeted to persons at or below 60% median income

- Total project costs $15,632,152
- LIHTC Equity 11,111,729
- Grants: OHCD 4,000,000
- AHP 520,423

The LIHTC development does not have permanent debt.
New Market Tax Credit: Condo Unit #2

- Acquisition “O”
- 67 market rate rental units
- 30,000 square feet commercial space
- Total project costs $32,479,813
- Conventional Loan 9,576,864
- Grants (1 day loan) 2,706,487
- Grants 8,688,285
- NMTC Equity 8,507,174
- TRF Energy Works 3,000,000
New Market Tax Credit: Condo Unit #2
CDE Investment

- LISC  $10,000,000
- CSH   7,000,000
- AFLCIO 5,000,000
- WNC  8,000,000
- TRF ENERGY LOAN  3,000,000
<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
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<tbody>
<tr>
<td>State of Pa RACP</td>
<td>4,500,000</td>
</tr>
<tr>
<td>OHCD</td>
<td>1,500,000</td>
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<tr>
<td>CASEY EARMARK</td>
<td>487,000</td>
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<tr>
<td>State of Pa DCED</td>
<td>500,000</td>
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<td>Comcast</td>
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<tr>
<td>Enterprise Foundation</td>
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• Location- Location – Location
• First Transit Oriented Development in Philadelphia
• Political Will
• Community Support
• Strong and reputable partner Rose Company
• Public /Private Partnerships and Investments
• Significant Subsidies from City and State
• Pre-leased 7,600 square feet of space to a community medical center, 15,000 square feet for office space for APM, 1,500 square feet for a pharmacy.
• Excellent Legal Council and consultants
Project Weaknesses

- Rental Market Place is 100% of median income thus restricting rental revenue
- Commercial market un-known (pre-leased medical center and APM offices)
- Complex project structure and financing for the NMTC condo used 4 CDE investors
- Excessive NMTC fees and guarantees
- Learning curve for CDC staff with NMTC
- At times not listening to consultants
THANK YOU

For more information:
www.APMphila.org